



2016 Budget

City Manager's Recommendations

Corporate Services, Governance, and Budget Wrap-Up

City Commission Work Session

12.23.15



Policy-Based Budget Explained

The Four Ps

1. **WHY** are we changing the Budget Process?
To allocate resources to more directly meet the **Policy** Objectives and **Priorities** outlined by the City Commission and obtained through various community engagement forums.
2. To **WHAT** areas are we allocating the resources?
Programs (Divisions) in the Community Services Areas (CSAs).
3. **HOW** will we measure the effectiveness of resource allocation?
Community outcome metrics supported by CSA Program **Performance** measures.



Community Service Areas

1. Economic & Community Development
2. Justice
3. Building & Environmental Safety
4. Infrastructure
5. **Corporate Services**
6. **Governance**

Corporate Services and Governance

Community Outcome Metrics



Our Policy-Based Budget seeks to allocate resources to City Programs that impact Community Priorities and Outcomes as established by the City Commission.

2. Each Community Service Area has several Community Priorities and Outcomes that will be targeted.
3. In order to illustrate impact or results, we must first identify where we are now as a baseline for comparison.
4. Annually the metrics will be updated, thus highlighting the changes in community outcomes compared to the baseline data.
5. This will allow us to track our progress in impacting community outcomes and influencing results.



Corporate Services

Community Outcome Metrics

1. *Priority:*

Provide Quality Services with Excellent Customer Service

Metric: **Various Surveys**

2. *Priority:*

Maintain Financial Stability

Metric: **City's Bond Rating**

Metric: **Accountability and Transparency to the Public**

3. *Priority:*

Encourage Employee Wellness

Metric: **Employees Participating in Wellness Program**

Metric: **Total Health Insurance Claims Experience**

Corporate Services

Community Outcome Metrics



4. Priority:

Encourage Employee Development

Metric: **Participation in City Training Programs**

Metric: **Other**

5. Priority:

Improve Workforce Diversity

Metric: **Workforce Demographics**

Metric: **Police and Fire Recruit Demographics**

6. Priority:

Optimize Organizational Efficiency through use of Technology

Metric: **Technology Investment**

Metric: **New Technology Systems Implemented**

Corporate Services

Community Outcome Metrics



7. Priority:

Enhance IT (Information Technology) systems

Metric: **IT System Enhancements**

Metric: **IT System Up Time**

8. Priority:

Improve Condition of City Facilities

Metric: **City Facility Condition Rating**

Metric: **Amount of Investment**

Governance

Community Outcome Metrics



1. *Priority:*

Provide Quality Services with Excellent Customer Service

Metric: **Various survey instruments**

2. *Priority:*

Maintain Financial Stability

Metric: **City's Bond Rating**

3. *Priority:*

Ensure Clear Communication and Transparency

Metric: **Community Interaction**

Governance

Community Outcome Metrics



4. *Priority:*

Maintain Accountability to Public

Metric: **Voter Participation Rate**

Metric: **Accountability and Transparency to Public**

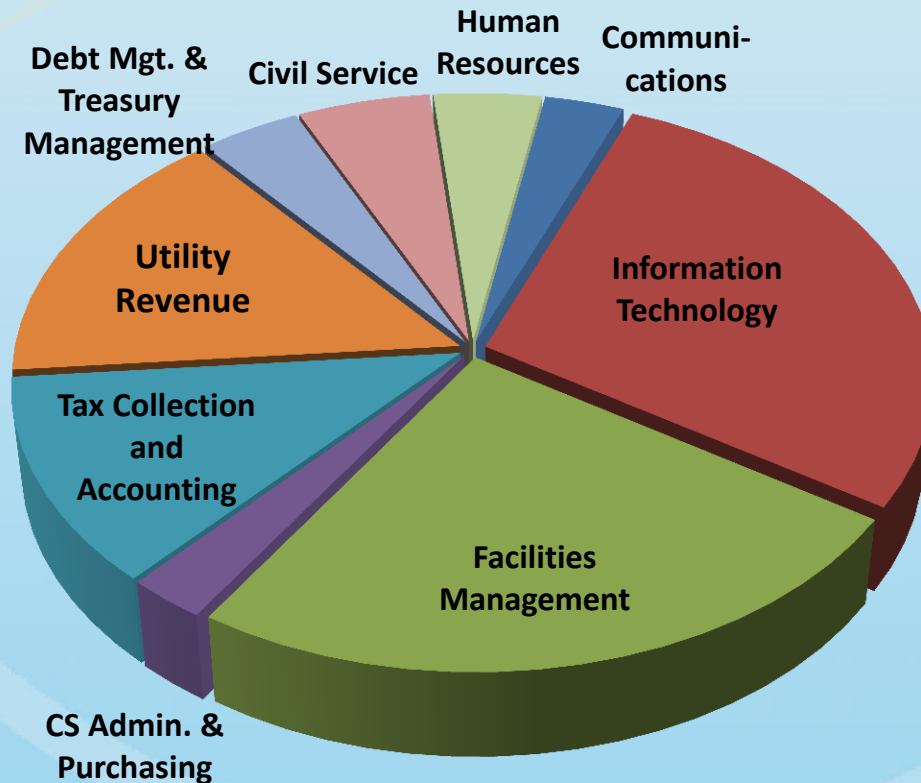
Corporate Services

Policy Objective:

Support and facilitate the provision of quality City services.



Program Areas



Recommended Allocations

	2016 Budget
Central Services Admin.	\$ 320,500
Purchasing	\$ 493,800
Facilities Management	\$ 7,134,300
Information Technology	\$ 6,301,900
Communications	\$ 650,200
Sub-total Central Services	\$ 14,900,700
Tax Collection and Accounting	\$ 3,033,800
Utility Revenue	3,881,400
Debt & Treasury Management	1,032,300
Sub-total Finance	\$ 7,947,500
Civil Service	1,352,200
Human Resources	1,106,600
Total	\$ 25,307,000

Corporate Services

Community Service Area By Fund



Programs	2016 Budget	General Fund	Treasury Investment Fund	Water Fund	Total All Funds
Central Services Admin.	\$ 320,500	\$ 320,500	\$ -	\$ -	\$ 320,500
Purchasing	\$ 493,800	\$ 493,800	\$ -	\$ -	\$ 493,800
Facilities Management	\$ 7,134,300	\$ 7,134,300	\$ -	\$ -	\$ 7,134,300
Information Technology	\$ 6,301,900	\$ 6,301,900	\$ -	\$ -	\$ 6,301,900
Communications	\$ 650,200	\$ 650,200	\$ -	\$ -	\$ 650,200
Sub-total Central Services	\$ 14,900,700	\$ 14,900,700	\$ -	\$ -	\$ 14,900,700
Tax Collection and Accounting	\$ 3,033,800	\$ 3,033,800	\$ -	\$ -	\$ 3,033,800
Utility Revenue	3,881,400	\$ -	\$ -	3,881,400	\$ 3,881,400
Debt & Treasury Management	1,032,300	\$ -	1,032,300	\$ -	\$ 1,032,300
Sub-total Finance	\$ 7,947,500	\$ 3,033,800	\$ 1,032,300	\$ 3,881,400	\$ 7,947,500
Civil Service	1,352,200	1,352,200	\$ -	\$ -	\$ 1,352,200
Human Resources	1,106,600	1,106,600	\$ -	\$ -	\$ 1,106,600
Total	\$ 25,307,000	\$ 20,393,300	\$ 1,032,300	\$ 3,881,400	\$ 25,307,000

Corporate Services

Central Services Program Area Budget

Support and Facilitate the provision of quality City Services

Program Area	2015 Budget	2016 Budget	% Chg.	FTEs
Central Services Admin.	\$317,900	\$320,500	0.8%	3
Purchasing	460,000	493,800	7.3%	7
Facilities Management	7,300,800	7,134,300	(2.3%)	37
Information Technology	5,128,400	6,301,900	22.9%	33
Communications	1,006,100	650,200	(35.4%)	0
Total	\$14,213,200	\$14,900,700	4.8%	80

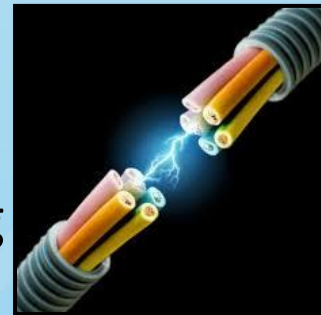
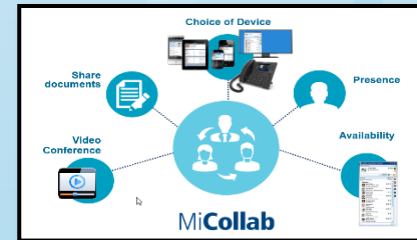


Corporate Services

Central Services Program Area

Resource Allocation to Influence Positive Community Outcomes

1. Collaborate with Customer Service Committee to establish Customer Service Key Performance Indicators (KPI's) for each Division and document baselines
2. Optimize organizational efficiency through the use of automation/technology
 - Implement VoIP Phase 3: Unified Communications
 - Expand/enhance fiber optic network to City locations where not presently available and provide wireless connectivity to City Hall
 - Ensure reliability of information and communication technologies by achieving >97% up time



Corporate Services

Central Services Program Area

Resource Allocation to Influence Positive Community Outcomes

3. Streamline maintenance request process
 - Utilize new web based modules and provide user training
 - Document Customer Satisfaction via survey tool
4. Perform Facilities Condition Assessment for selected property
5. Reduce City Surplus Property
6. Complete approved Capital Facility Projects



Corporate Services

Central Services Program Area

Resource Allocation to Influence Positive Community Outcomes

7. Achieve PEP (Procurement Enhancement Program) goals in the procurement of goods and services
8. Streamline RFP (Request for Proposal) process
9. Ensure continuous staff knowledge and skill development





Corporate Services

Finance Program Area Budget

Resource Allocation to Influence Positive Community Outcomes

Program Area	2015 Budget	2016 Budget	% Chg.	FTEs
Tax and Accounting	\$2,979,200	\$ 3,033,800	1.8%	25
Utility Revenue	4,371,600	3,881,400	-11.2%	35
Debt and Treasury Mgmt.	975,700	1,032,300	5.8%	2
Total	\$8,326,500	\$7,947,500	-4.6%	62

1. Provide Quality Services with Excellent Customer Service

- Complete the “Phase 2” Items for Utility Billing
 - Landlord Roundtable, Monthly Pay options, Retail Payment Centers, Mobile App
- Continue providing timely and accurate service to Call Center and Treasury Window customers regarding their utility bill



Corporate Services

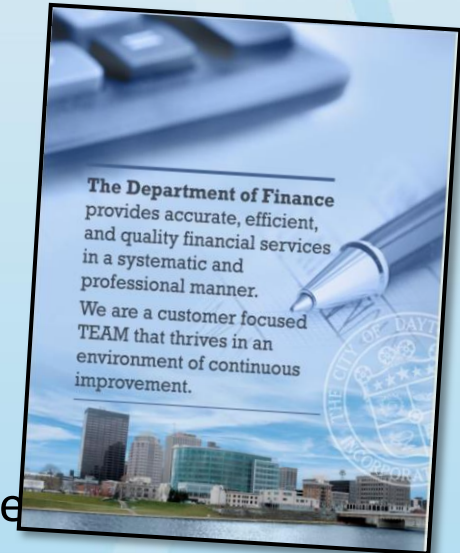
Finance Program Area

Resource Allocation to Influence Positive Community Outcomes

- Ensure Income Tax customers are informed on new tax laws and all 2015 tax returns are processed accurately and timely

2. Maintain Financial Stability

- Ensure that the City's funds are properly collected, accounted for and disbursed
 - Ensure clean 2015 Audit
 - Update Fixed Asset management procedure and accounting system
 - Work with departments to ensure proper fiscal administration of grant funds
 - Ensure financial data is managed and reported in Dayton Open Data accurately and timely



Corporate Services

Finance Program Area

Resource Allocation to Influence Positive Community Outcomes

- Maintain Current High Bond Ratings
 - Update Debt Policy to include Post Compliance and Continuing Disclosure procedures
 - Issue G.O. and Aviation Bonds for Infrastructure Improvements



Corporate Services

Human Resources Program Area Budget

Resource Allocation to Influence Positive Community Outcomes

Program Area	2015 Budget	2016 Budget	% Chg.	FTEs
Human Resources	\$882,900	\$1,106,600	25.3%	6.8
Total	\$882,900	\$1,106,600	25.3%	6.8

1. Create and implement an eighteen (18) month program improving hiring of employees with an emphasis on customer service
2. Provide a focused organization development and training curriculum for City employees

Corporate Services

Human Resources Program Area

Resource Allocation to Influence Positive Community Outcomes

3. Improve mid-term bargaining and communication opportunities with the City's union partners to facilitate resolution of collective bargaining issues
4. Complete an external market survey of pay and salary bands to validate the new compensation plan
5. Explore the use of scanning equipment, employee licenses and hiring of temporary staff to digitally scan all personnel file material



Corporate Services

Civil Service Program Budget

Resource Allocation to Influence Positive Community Outcomes

Program Area	2015 Budget	2016 Budget	% Chg.	FTEs
Civil Service	\$1,235,200	\$1,352,200	9.5%	15
Total	\$1,235,200	\$1,352,200	9.5%	15

1. Increase diversity in the City of Dayton workforce
2. Continue to work with City and Dayton Public Schools to provide qualified candidates through the testing process

Corporate Services

Community Service Area Collaboration

Resource Allocation to Influence Positive Community Outcomes

1. Central Services IT (Information Technology) will work with Civil Engineering on opportunities to expand City fiber to various areas of the City.
2. Central Services will work with Finance and other Departments that process credit card transactions to ensure data traffic is compliant with the Payment Card Industry (PCI) data security standards.
3. To the greatest degree possible, Central Services IT will work with Water and Aviation to standardize applications and business processes to ensure more seamless interfaces.





Corporate Services

Community Service Area Collaboration

Resource Allocation to Influence Positive Community Outcomes

4. Finance, Central Services (Purchasing and Information Technology) will work together to implement a new Fixed Asset Management system.
5. Civil Service will collaborate with the Police and Fire Departments to continue with recruitment programs.
6. Civil Service will coordinate with Human Resources and Management and Budget to develop a more seamless and timely hiring process.
7. Civil Service will collaborate with HRC/Welcome Dayton to develop outreach programs for future hires.



Corporate Services

Estimated Revenues and Budget

Estimated Revenues

Central Services Admin

General Fund	\$320,500
Total Revenue	\$320,500

Budget

Central Services Admin

Personnel	\$309,900
Other Exp.	10,600
Total Budget	\$320,500

Estimated Revenues

Facilities Management

General Fund	\$7,134,300
Total Revenue	\$7,134,300

Budget

Facilities Management

Personnel	\$1,866,400
Other Exp.	5,267,900
Total Budget	\$7,134,300

Estimated Revenues

Purchasing

General Fund	\$493,800
Total Revenue	\$493,800

Budget

Purchasing

Personnel	\$473,800
Other Exp.	20,000
Total Budget	\$493,800



Corporate Services

Estimated Revenues and Budget

Estimated Revenues

Information Technology

General Fund \$6,301,900

Total Revenue \$6,301,900

Budget

Information Technology

Personnel \$3,076,300

Other Exp. 2,225,600

Capital Equip 1,000,000

Total Budget \$6,301,900

Estimated Revenues

Communications

General Fund \$650,200

Total Revenue \$650,200

Budget

Communications

Other Exp. \$650,200

Total Budget \$650,200

Corporate Services

Estimated Revenues and Budget

Estimated Revenues

Tax and Accounting

General Fund 3,033,800

Total Revenue \$3,033,800

Budget

Tax and Accounting

Personnel \$2,041,900

Other Exp. 991,900

Total Budget \$3,033,800

Utility Revenue

Water Fund 3,881,400

Total Revenue \$3,881,400

Utility

Personnel \$2,631,400

Other Exp. 1,250,000

Total Budget \$3,881,400

Debt Mgt. & Treasury Mgt.

General Fund SP \$1,032,300

(Interest Earnings)

Total Net Revenue \$1,032,300

**Estimated Balance \$1,140,500*

Treasury Investment

Personnel \$172,000

Other Exp. 860,300

Total Budget \$1,032,300

* The Balance after expenses from Investment Earnings is distributed back to the GF and Enterprise Funds on a pro-rata basis.





Corporate Services

Estimated Revenues and Budget

Estimated Revenues

Department of Human Resources

General Fund \$1,106,600

Total Revenue \$1,106,600

Budget

Department of Human Resources

Personnel \$ 933,500

Other Exp. 173,100

Total Budget \$1,106,600

Estimated Revenues

Civil Service

General Fund \$1,352,200

Total Revenue \$1,352,200

Budget

Civil Service

Personnel \$1,128,600

Other Exp. \$223,600

Total Budget \$1,352,200

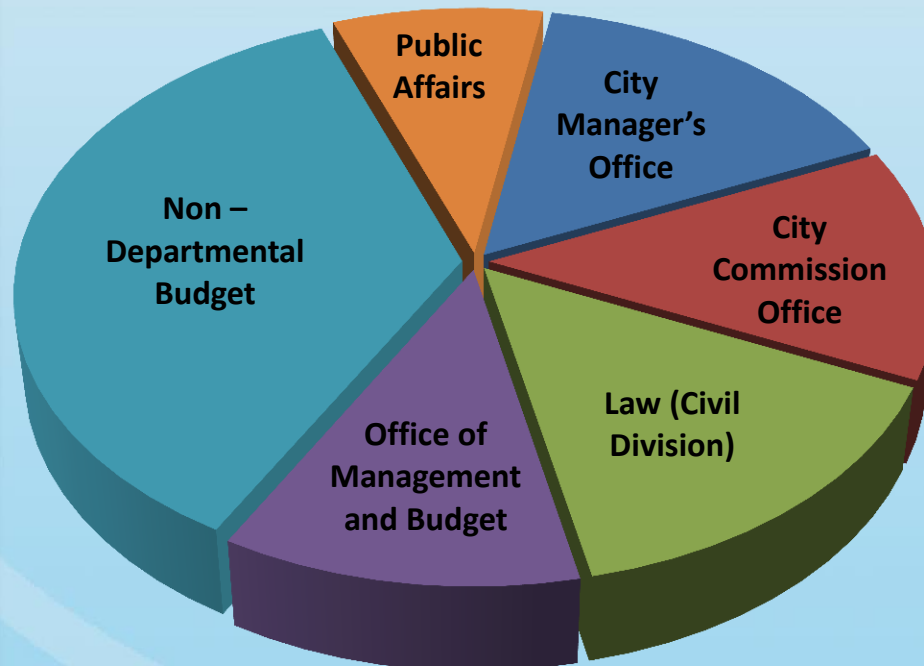
Governance

Policy Objective:

Ensure the efficient and effective use of tax payer dollars in providing City services while fostering a fair and just community.



Program Areas



Recommended Allocations

	2016 Budget
City Manager's Office	\$ 1,336,000
City Commission Office	1,144,900
Law/Civil Division	1,278,200
Office of Mgmt. & Budget	991,500
Non-Departmental	3,092,300
Public Affairs	733,100
Total	\$ 8,576,000



Governance

Law/Civil Division Program Budget

Resource Allocation to Influence Positive Community Outcomes

Program Area	2015 Budget	2016 Budget	% Chg.	FTEs
Law/Civil Division	\$1,513,500	\$ 1,278,200	-15.5%	9
Total	\$1,513,500	\$ 1,278,200	-15.5%	9

1. Provide quality and efficient legal services

- Realign staff to more efficiently and effectively address legal requests
- Designate attorneys to each department
- Facilitate meetings which provide cross training and staff education





Governance

Law/Civil Division Program Area

Resource Allocation to Influence Positive Community Outcomes

2. Maintain financial stability by ensuring the efficient and effective use of tax payer dollars as it relates to the City of Dayton Moral Obligation Claims

- 75% of claims completed within 6 to 8 weeks
- Annual audit by the Office of Management and Budget



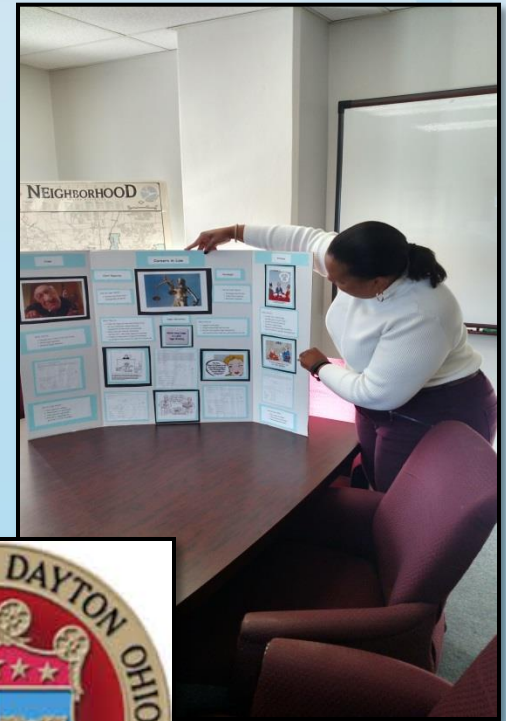


Governance

Law/Civil Division Program Area

Resource Allocation to Influence Positive Community Outcomes

3. Engage and support other department events and activities to create a collaborative presence





Governance

Public Affairs Program Area Budget

Resource Allocation to Influence Positive Community Outcomes

Program Area	2015 Budget	2016 Budget	% Chg.	FTEs
Office of Public Affairs	\$659,600	\$733,100	11.1%	7
Total	\$659,600	\$733,100	11.1%	7

1. Ensure clear communications with residents and increase engagement on our social media channels to 3% (from 2.5%) of social media followers in 2016
2. Educate residents and promote transparency through increased and greater value-added public content, resulting in lower Public Info Requests





Governance

Public Affairs Program Area

Resource Allocation to Influence Positive Community Outcomes

3. Launch a new city website that will provide a more useful experience for the first visit.
4. Create a more robust search function with the goal of creating a more “sticky” website.
 - Reduce the bounce rate from 65% to 30%



Corporate Services

Management and Budget Program Area

Resource Allocation to Influence Positive Community Outcomes

Program Area	2015 Budget	2016 Budget	% Chg.	FTEs
OMB/Non-Departmental	\$5,362,700	\$ 4,083,800	-23.8%	9
Total	\$5,362,700	\$ 4,083,800	-23.8%	9

Note: Non-Departmental accounts for \$4,480,700 in 2015 and \$3,092,300 in 2016.

1. Provide research and analysis related to 2016 budget performance, capital and development projects to aid decision-making.
2. Continue roll-out of budget and financial data through our transparent web portal, Dayton Open Data, and explore opportunities for expanding the application.
3. Obtain feedback and make improvements to new policy budget process.





Corporate Services

Management and Budget Program

Resource Allocation to Influence Positive Community Outcomes

4. Research and make recommendations regarding long-term financial plans
5. Continue development of and report progress on 2016 community outcome metrics and performance measures (including selection and implementation of new performance software)
6. Ensure balanced budget and compliance with financial policies
7. Ensure robust audit function



Governance

Estimated Revenues and Budget

Estimated Revenues

City Commission Office

General Fund	\$1,144,900
Total Revenue	\$1,144,900

Budget

City Commission Office

Personnel	\$1,003,900
Other Exp.	141,000
Total Budget	\$1,144,900

Estimated Revenues

City Manager's Office

General Fund	\$1,336,000
Total Revenue	\$1,366,000

Budget

City Manager's Office

Personnel	\$1,093,500
Other Exp.	242,500
Total Budget	\$1,336,000

Estimated Revenues

Law/Civil Division

General Fund	\$1,278,200
Total Revenue	\$1,278,200

Budget

Law/Civil Division

Personnel	\$894,000
Other Exp.	384,200
Total Budget	\$1,278,200



Governance

Estimated Revenues and Budget

Estimated Revenues

Office of Management & Budget

General Fund \$4,083,800

Total Revenue \$4,083,800

Note: Budget includes Non-Departmental budget of \$3,092,300.

Budget

Office of Management & Budget

Personnel \$1,005,100

Other Exp. 3,078,700

Total Budget \$4,083,800

Estimated Revenues

Office of Public Affairs

General Fund \$733,100

Total Revenue \$733,100

Budget

Office of Public Affairs

Personnel \$616,800

Other Exp. 66,300

Capital Equip. 50,000

Total Budget \$733,100

Note: In addition, estimated payment to DATV from Cable TV Franchise fee is \$350,000. General Fund cable receipts are estimated at \$750,000.

Overall City Budget for 2016



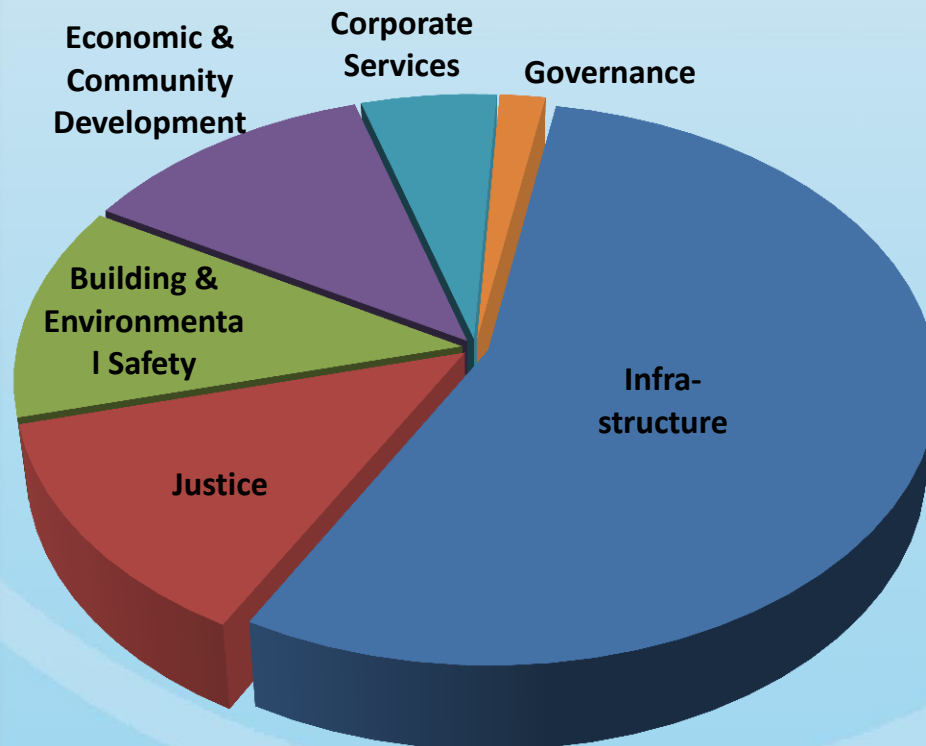
Policy Objective:

Ensure the efficient and effective use of tax payer dollars in providing City services while fostering a fair and just community.

Recommended Allocations

	2016 Budget
Infrastructure	\$254,039,500
Justice	59,659,400
Building & Environ. Safety	56,997,200
Economic & Comm. Dev.	55,415,200
Corporate Services	25,307,000
Governance	8,576,000
Total	\$459,994,300

Programs Areas



Budget Wrap Up Issues



1. 2015 Revised Appropriation

- Fire retro pay transfer (allows funding set aside for payment in 2016)
- Budget authority enables year end transfers if funding available (pre-commitment of \$1.5 million for capital project and technology issues)

2. 2016 Budget Resolution

- Reflects budgets (operating and capital improvement plans) as presented with some modifications
- Adjustment to Public Works budget allows full funding to temporary personnel (\$60,000)
- Funds (\$14,000) added to Finance to support RFP development process

Budget Wrap Up Issues



3. 2016 Original Appropriation

- Recommend modification to appropriation format for capital projects
- Current year budget amounts will be separately identified from prior year's carryover budget (capital budgets appropriated on project life basis)
- Public hearing process will proceed as normal

4. 2015 Accomplishments Presentations

- Plan to organize around community service areas
- Draft format will be reviewed with the City Commission
- 2015 year end financial results will be presented in February (after closing of January accrual period)

Thank You

Questions?

